

## APPENDICES COMMUNITY PROFILE

### GENERAL DESCRIPTION OF AREA

The City of Detroit is located in Southeastern Michigan and is the nation's tenth largest city based on the 2000 census. It is the central city of a metropolitan area with a population of 4.6 million. Detroit is the largest city in Michigan and comprises 46% of Wayne County's population. Settled in 1701 and incorporated in 1815, Detroit today encompasses 139.6 square miles.

Like other older, major cities in the Northeast, Detroit has experienced significant population decline and erosion of its economic base since 1950. Since the mid-1970's, the City and private interests have made substantial investments to spur economic diversification and development. Detroit is a major manufacturing center for the United States, and a regional center of finance, commerce and tourism. Detroit City is located in a regional economy that is highly susceptible to swings in the national economy due to its high concentration of employment in the durable goods industries, particularly the automobile industry.

Economically, Detroit relates primarily to the Tri-County (Wayne, Oakland and Macomb) area. Officially, it is a part of a Primary Metropolitan Statistical Area ("Detroit PMSA") that also includes

Monroe, Livingston, Lapeer and St. Clair counties.

### Population

The City's official population count determines its legislative apportionment in Congress and in the State Legislature, and can impact participation in Federal and State programs allocated on a per capita basis. The City's special statutory authority to levy its municipal income tax and the utility users excise tax, among other laws, is now based on its population exceeding 750,000.

Since 1950, the City has experienced major changes in the characteristics of its population, with out-migration resulting in an official total population decline of 49%. A substantial share of the City's population relocated to the outer suburban ring. The City's share of total State and metropolitan area population has fallen significantly.

The decade of the largest net population loss was the 1970s. By 2000, the City had a smaller proportion of its total population aged 25 to 64 (48.8%) than the nation had (52.2%). In 2005 SEMCOG issued an estimate of 898,495 population in Detroit. SEMCOG's 2030 forecast projects further decline in Detroit, to a count of 865,623.

### Population Trends, 1950-2000

Year	<u>City of Detroit</u>		<u>Wayne County</u>		<u>Detroit PMSA</u>		<u>United States</u>
	Population	% Change	Population	% Change	Population	% Change	% Change
1950	1,849,568	--	2,435,235	--	3,169,649	--	--
1960	1,670,144	(9.7%)	2,666,297	9.5%	4,050,840	27.8%	18.5%
1970	1,514,063	(9.3%)	2,666,751	--	4,549,869	12.3%	13.4%
1980	1,203,339	(20.5%)	2,337,891	(12.3%)	4,488,072	(1.4%)	11.4%
1990	1,027,974	(14.6%)	2,111,687	(9.7%)	4,382,299	(2.3%)	10.2%
2000	951,270	(7.5%)	2,061,162	(2.5%)	4,598,502	4.9%	14.1%

Source: U.S. Department of Commerce, Bureau of Census

## APPENDICES COMMUNITY PROFILE

### Distribution of Population by Age, 1970-2000 (Persons in Thousands)

<u>Age (Years)</u>	<u>1970</u>	<u>%Total</u>	<u>1980</u>	<u>%Total</u>	<u>1990</u>	<u>%Total</u>	<u>2000</u>	<u>%Total</u>
Under 5	133.0	8.8	95.0	7.9	93.1	9.1	76.2	7.6
5 to 14	276.8	18.3	206.9	17.2	N.A.	N.A.	N.A.	N.A.
15 to 17	84.1	5.6	62.8	5.2	N.A.	N.A.	N.A.	N.A.
5 to 17	360.9	23.8	269.7	22.4	209.2	20.4	219.5	23.1
18 to 20	77.0	5.1	62.5	5.2	52.0	5.1	40.0	4.2
21 to 24	99.6	6.5	93.2	7.7	63.6	6.2	52.1	5.5
25 to 34	169.6	11.2	195.9	16.3	N.A.	N.A.	144.3	15.2
35 to 44	154.1	10.2	111.9	9.3	N.A.	N.A.	136.7	14.4
25 to 44	323.7	21.4	307.8	25.6	315.0	30.6	281.0	29.5
45 to 54	187.6	12.4	111.6	9.3	88.9	8.6	116.0	12.2
55 to 64	156.6	10.4	123.1	10.2	81.3	7.9	67.4	7.1
65 to 74	109.7	7.3	84.5	7.0	74.0	7.2	52.9	5.6
75 to 84	52.8	3.5	43.2	3.6	38.4	3.7	35.2	3.7
85 and over	10.7	0.7	12.7	1.1	12.5	1.2	11.0	1.2
TOTAL	1,511.5	100.0%	1,203.3	100%	1,028.0	100%	951.3	100%

Source: U.S. Department of Commerce, Bureau of Census  
Data may not add to "Total" due to rounding.

### Employment and Economic Base

Detroit's economy is heavily influenced by trends in the domestic automobile industry. General Motors, Daimler-Chrysler and Ford Motor Company represent nearly 5% of the City's Assessed Valuation today. General Motors and Daimler-Chrysler are major employers.

All three major automotive companies continue to experience problems, which in turn, adversely affect the area economy. Among the complex factors affecting the automotive industry are: national consumer spending patterns; the value of the U.S. dollar relative to foreign currencies; foreign trade restrictions; federal and state regulatory policies with respect to auto imports, safety, fuel efficiency and pollution emissions; the availability and price of gasoline; and organizational demand for fleet or specialized vehicles.

Consistent with these larger economic trends, rates of unemployment have spiked again in the city. Because of Detroit's historical reliance on heavy manufacturing, the impact of nationwide deindustrialization has been acute. Nationwide trends date to the 1950's when the largest absolute loss of manufacturing employment occurred.

The largest employers today are governmental, health care and automotive manufacturing organizations. Since 1995, Detroit-Warren-Livonia MSA has reduced its dependence on manufacturing, transportation and trade. In 2006 manufacturing employed 13% of Detroit's workers, down from 20% approximately ten years ago. In 1995, 19% of Detroit workers were in the trade and transportation industry; now 18% of workers are employed in that sector. The

## APPENDICES COMMUNITY PROFILE

leisure/hospitality and professional/business sectors have grown and now employ a larger percentage of Detroit's population.

The City has had some economic development success particularly in its greater downtown area. The City is pursuing wireless communications, fuel cell technology, health technology and entertainment industries to further diversify.

### Manufacturing Sector in Detroit City since 1947

	Manufacturing Firms	% Change in Firms	Manufacturing Employment	% Change in Employ
1947	3,272		338,400	
1954	3,453	5.53%	296,500	-12.38%
1958	3,363	-2.61%	204,400	-31.06%
1963	3,370	0.21%	200,600	-1.86%
1967	2,947	-12.55%	209,700	4.54%
1972	2,398	-18.63%	180,400	-13.97%
1977	1,954	-18.52%	153,300	-15.02%
1982	1,518	-22.31%	105,700	-31.05%
1987	1,255	-17.33%	102,200	-3.31%
1992	1,061	-15.46%	62,200	-39.14%
1997	825	-22.24%	47,487	-23.65%
2002	647	-21.58%	38,019	-19.94%

source: U.S. Bureau of the Census, City and County Data Books (various).

### Retail Sector in Detroit City since 1948 (establishments with payroll)

	Retail Firms	% Change in Firms	Retail Employment	% Change in Employment	Retail Sales
1948	18,242		114,038		2,084,748
1954	13,253	-27.35%	108,163	-5.15%	2,442,932
1958	12,120	-8.55%	94,500	-12.63%	2,274,281
1963	10,292	-15.08%	72,149	-23.65%	2,200,557
1967	N/A	-----	N/A	-----	N/A
1972	6,945	-32.52%	62,811	-12.94%	2,724,228
1977	5,142	-25.96%	48,457	-22.85%	2,966,783
1982	4,125	-19.78%	37,821	-21.95%	2,884,000
1987	3,847	-6.74%	38,529	1.87%	3,094,548
1992	3,448	-10.37%	33,033	-14.26%	3,096,200
1997	2,253	-34.66%	17,886	-45.85%	3,188,731
2002	2,179	-3.28%	14,760	-17.48%	3,268,378

*Sales in \$1,000's, not adjusted for inflation*

source: U.S. Bureau of the Census, City and County Data Books (various).

**APPENDICES**  
**COMMUNITY PROFILE**

**Wholesale Sector in Detroit City since 1948**

	Wholesale Firms	% Change in Firms	Wholesale Employment	% Change in Employment	Wholesale Sales
1948	3,606		45,079		4,397,343
1954	3,549	-1.58%	46,959	4.17%	6,171,257
1958	3,806	7.24%	45,722	-2.63%	6,458,847
1963	3,628	-4.68%	44,615	-2.42%	6,827,025
1967	N/A	-----	N/A	-----	N/A
1972	2,392	-34.07%	33,691	-24.49%	6,089,059
1977	1,657	-30.73%	24,772	-26.47%	6,851,000
1982	1,389	-16.17%	19,200	-22.49%	8,359,100
1987	1,176	-15.33%	17,664	-8.00%	12,609,362
1992	961	-18.28%	14,297	-19.06%	11,536,700
1997	740	-23.00%	12,878	-9.93%	14,616,400
2002	611	-17.43%	10,153	-21.16%	8,315,946

*Sales in \$1,000's, not adjusted for inflation*

source: U.S. Bureau of the Census, City and County Data Books (various).

<b>Detroit's 20 Largest Employers, 2005</b>	
Company	Employment
1. Detroit Public Schools	18,639
2. City of Detroit	17,151
3. Detroit Medical Center	10,617
4. Chrysler Group	9,900
5. Henry Ford Health System	7,404
6. U.S. Postal Service	6,467
7. General Motors Corporation	6,311
8. U. S. Government	5,458
9. State of Michigan	5,256
10. Wayne State University	5,078
11. St. John Health	4,821
12. American Axle & Manufacturing Holdings, Inc.	4,309
13. Wayne County Government	4,145
14. DTE Energy Corp.	3,987
15. Compuware Corp.	3,946
16. Motor City Casino	2,800
17. Blue Cross Blue Shield of Michigan and Blue Care Network	2,694
18. Greektown Casino	2,600
19. MGM Grand Detroit Casino	2,350
20. SBC Communications Inc.	2,249

*Figures include the incorporated cities of Hamtramck and Highland Park*

Source: Crain's Detroit Business, December 26, 2005 (no longer tracked at city level)

**APPENDICES  
COMMUNITY PROFILE**

**Ten Largest Taxpayers  
City of Detroit Fiscal 2006**

	<b>Total Taxable Valuation</b>
DaimlerChrysler AG	\$738,867,260
DTE Energy	359,498,298
General Motors Corporation and Riverfront Holdings	301,363,709
Michigan Consolidated Gas	147,337,175
American Axle & Manufacturing	91,953,859
MGM Grand Detroit LLC	61,013,235
One Detroit Center	53,315,251
Cingular Wireless	47,738,424
Kewadin Greektown Casino	40,376,351
Detroit Entertainment LLC (Motor City Casino)	37,144,564
Total	\$1,878,608,126
Total City Assessed Valuation	\$8,335,789,793
Ten Largest Taxpayers as a % of Total City Valuation	22.54%

Source: City of Detroit Finance Assessor's Division

**Annual Civilian Unemployment Rates (Place of Residence)**

	City of Detroit	Detroit PMSA	U.S.
2006	13.5*	7.0	4.6
2005	14.2	7.2	5.1
2004	14.1	6.9	5.4
2003	14.0	6.0	6.0
2002	12.0	6.0	5.8
2001	9.2	5.0	4.8
2000	6.3	3.0	4.0
1999	6.9	2.7	4.2
1998	7.0	3.4	4.5
1997	7.9	3.9	4.9
1996	8.7	4.3	5.4
1995	10.1	5.1	5.6
1994	11.1	5.8	6.1
1993	13.6	7.3	6.9
1992	17.0	9.2	7.4
1991	16.9	9.3	6.7
1990	14.3	7.6	5.4

Sources: Michigan Employment Security Commission;  
U.S. Department of Labor, Bureau of Labor Statistics (revised rates, except \*).

### **Community Information**

The City has a strong base of religious and community organizations, and has enjoyed significant development activity in the last decade. According to the Metro Christian Council, 700-800 of 3700 churches in the seven-county metropolitan Detroit area today are within Detroit boundaries, including an estimated seventy Christian and Islamic denominations represented in the city.

The Ninth Detroit Neighborhood Handbook, published by Comerica Bank in 1997, lists 146 neighborhood organizations, 34 business associations, and 157 community-based nonprofit resource organizations. In the Detroit City Planning Commission database of block clubs, resident and business organizations, community development organizations, and public service agencies, over 1600 groups have been identified in the city limits.

Significant new development has occurred in the city in the last decade. In 1999, the Planning and Development Department reported \$12 billion in total new development, \$5 billion completed and \$7 billion underway. Of this, the Federally-designated Empowerment Zone recorded \$5 billion and the State Renaissance Zones recorded \$64 million. By 2001, that total figure hit \$21 billion, \$10.5 billion in the Empowerment Zone.

Thousands of new and rehabilitated housing units have been completed in the city limits since 1993. A 1998 Detroit Free Press study documented in most city neighborhoods increases of more than 30% in residential property values since 1996. The 2000 Census found 54.9% owner-occupancy of Detroit dwellings, up from 52.9% in 1990. Detroit's median home value grew 41%

from 2000 to 2004, compared with 27% nationally.

The annual value of residential new construction permits grew from \$10 million in 2002 to over \$70 million in 2004, \$60 million in 2005, and \$56 million through November 2006. The Buildings and Safety Engineering Department issued over 5,000 permits for new construction, additions and alterations in 2006, amounting to over \$600 million in new investment.

Construction activity in the Detroit office market remains brisk, with 475,780 square feet of office space underway in the 4<sup>th</sup> quarter of 2005. Sixty-six (66) businesses opened up downtown from 2003-2005, including thirty-three (33) new restaurants in the 2005 alone.

Campus Martius Park and the new \$38 million Boll Family YMCA, are state-of-the-art award-winning public spaces downtown. In 2006, five more development agreements were finalized along the emerging \$2 billion riverfront. The first project, the Riverfront Promenade, was showcased during the Detroit 300 festival in July 2001.

The Southeastern Michigan Council of Governments (SEMCOG) has frequently recognized Detroit as the top community in residential and non-residential development since 1998. In March 2001, Site Selection Magazine gave Michigan the "Governor's Cup" Award for corporate expansions or new development, and the city's success hosting the Major League Baseball All-Star Game (2005) and National Football League SuperBowl (2006) garnered widespread praise as well.

## **APPENDICES COMMUNITY PROFILE**

City government reforms in the last decade include: turnaround teams of city employees and quality management methods (1994); Goal-Based Governance and the continuous improvement process (1995); Labor-Management Quality Improvement Teams (1997); the 25-member “Committee on Operational and Financial Reengineering” to devise ways to streamline the city’s operations (2002); the “Next Detroit” Transformation Team (2006). As part of an overall goal of tax relief, 25 neighborhoods were designated in 2006 to receive Neighborhood Enterprise Zones (NEZ) property tax relief. In December 2006, the Next Detroit Neighborhood Initiative identified six neighborhoods for special

additional redevelopment, revitalization, or reinforcement services.

Capital investment funds with combined capital resources and commitments of over \$200 million include the target Detroit Fund, the Detroit Renaissance Fund, the Neighborhood Funders Collaborative, and the Detroit Works Partnership. Other initiatives include: Michigan Smart Zones; Federal American Heritage River designation; Automotive National Heritage Area designation; State Renaissance Zones; and Neighborhood Enterprise Zones.



## APPENDICES COMMUNITY PROFILE

### **CITIZEN BUDGET OPINIONS: REPORT of the 2006 PUBLIC BUDGET MEETINGS and CITIZEN SURVEY**

The meetings draw primarily from surrounding areas, but residents throughout Detroit participate through the mail or the City of Detroit website. 28 of Detroit's 36 residential zip codes participated in this program in 2006. One-half were from areas surrounding the meeting sites.

Participants reported higher incomes and homeownership than citywide averages. Employment rates and household sizes of participants are similar to city averages. Without a youth component in 2006, the overall age mix skews older. Only one in eight participants were under 30, and one in five were over 65.

We don't know Detroiters' rates of block club / community organization membership, but 60% of our respondents said they were members, consistent with prior years.

#### **Overall Purposes or Categories of City Services**

Survey respondents were asked to rank the eight major program categories, or public functions, of city of Detroit services, '1' through '8' (with '1' = "highest priority" and '8' = "lowest priority"). 86% of survey respondents completed this section. Meeting respondents were not asked to make this ranking.

Nearly one in five surveys designated multiple items as a '1' or an '8,' probably to state the high or the low priority of all the items to them. These responses were weighted to reflect that these were "ties" in priority to the rater. For example, if two items were designated as '1', they were each weighted to a 1.5, or the average of first and

second places. That '1' ranking would not be considered a "true" '1'.

The average of all rankings made, and the number of true "1" rankings, are below. These two measures determine the priority order of city functions, and they show Public Safety, Physical Environment and Public Health categories as the clear top three priorities. The Mass Transit category had higher average rankings than the Building Supply category, but fewer true '1' rankings (albeit marginally fewer). While Management had the highest average ranking received, it received the third greatest number of true '1' rankings.

Priority Order of City Functions: Average of 1 – 8 rank ("True" #1 Ranks received as % of All Rankings)
N=127 Mail / Web Respondents
Public Safety 2.5 (43.6 %)
Physical Environment 3.7 (10 %)
Public Health 4.1 (7.3 %)
Mass Transit 4.5 (2.7 %)
Building Supply 5.1 (3.6 %)
Economic Capacity 5.4 (3.6 %)
Recreation / Culture 5.4 (1 %)
Management 5.5 (7.3 %)

#### **Which of the major field services are citizen priorities?**

We asked citizens to do two things for each field service of each major department:

1. Tell us how SATISFIED they are with the services they know. '1' rank = "very satisfied;" '5' rank = "unacceptable." Or, citizens were invited to indicate "don't know" by any given item.
2. Create YOUR BUDGET by dividing \$10 among the programs of each department.



## APPENDICES COMMUNITY PROFILE

Satisfaction ratings can reflect individual expectations or experiences with services. Most ratings tend toward the middle (3.0) on this 1 – 5 scale, so a rating farther from the 3.0 – either greater or lesser – reflects clearer, more distinct public opinion.

### The Fire Department

Respondents were relatively satisfied with the performance of services offered by the Fire Department, as evidenced by satisfaction ratings far from the middling ‘3’ of the 1 – 5 scale. Fire suppression received the best satisfaction rating in the 2006 survey, with a 2.5 rating as it received in the last such survey.

In 2006, nearly one-half of respondents indicated they “don’t know” about hazardous materials response. This is similar

to in prior surveys, but fire prevention and arson investigation services had larger numbers indicating “don’t know” in 2006.

Fire suppression and emergency medical services are the perennial clearest priorities of Fire Department services. Survey respondents gave nearly 30% of their Fire Department budgets to fire suppression, and 25% to emergency medical services. 60% of public meeting participants indicated that EMS should be allocated the most money, with just fewer saying they were “Least Satisfied” with EMS services.

Survey respondents were least likely to zero out funding for emergency medical services. No one service stood out as lowest priority in the survey or at the meetings.

Citizen Satisfaction with and Knowledge of Fire Department Services		
Average Rating (1-5)	SERVICE	% “don’t know” service
2.5	Fire suppression (fighters/equipment)	18.2%
2.8	Fire prevention	26.9%
3.1	Arson investigation	38.7%
2.8	EMS emergency medical service	15.8%
2.9	Hazardous materials response	47.5%

CITIZEN RATINGS OF SERVICE IMPORTANCE		
SERVICE	YOUR BUDGET (AVG.)	% \$0 allocations
Fire suppression (fighters/equipment)	\$2.90	5.1%
Fire prevention	\$1.66	5.1%
Arson investigation	\$1.48	6.1%
EMS emergency medical	\$2.56	3.0%
Hazardous materials response	\$1.40	8.2%

### The Police Department

The district operations service is the consensus priority of Police Department

field services. Citizens would allocate 27% of their budget to this service. Nearly one-half of meeting participants would allocate

## APPENDICES COMMUNITY PROFILE

the most money to this of Police's six field services. Narcotics enforcement received only 10% of citizen budgets for Police, while in prior such surveys it received much more. Citizens had difficulty reducing the budget for any of Police's services. One in eleven would zero out narcotics prevention. All other allocations of \$0 were negligible.

Respondents were not satisfied with district operations or crime prevention in 2006, as in prior years. The district operations service was the object of the most public safety related comments, but far fewer comments about public safety were recorded in 2006 than in prior years.

Citizen Satisfaction with and Knowledge of Police Department Services		
Average Rating (1-5)	SERVICE	% "don't know" service
3.7	District operations	3%
3.2	Community policing	11%
3.5	Crime prevention	15%
3.4	Victim assistance	26%
3.1	Narcotics prevention	7%
3.3	911 dispatch	12%

CITIZEN RATINGS OF SERVICE IMPORTANCE		
SERVICE	YOUR BUDGET (AVG.)	% \$0 allocations
District operations	\$2.74	3%
Community policing	\$1.28	5.1%
Crime prevention	\$1.68	7.1%
Victim assistance	\$1.27	7.1%
Narcotics prevention	\$1.01	9.2%
911 dispatch	\$2.01	3%

### **The Public Lighting Department**

Residential street lighting is the most important of PLD's services to citizens. Street lighting was not the subject of citizen comments that it has been in prior surveys. In addition, satisfaction ratings for residential street lighting, while low, were better than in prior surveys.

Satisfaction ratings for other PLD services were high, with few indicating that they "don't know" PLD services – even PLD's

steam and electricity businesses which citizens in prior surveys have indicated they don't know about and suggested that the city get out of. Relatively few citizens zeroed out budget allocations for these.

Main street lighting received the middling '3' satisfaction rating and a relatively strong 30% of citizen budgets for PLD services. Meeting participants were stronger for residential street lighting.

## APPENDICES COMMUNITY PROFILE

Citizen Satisfaction with and Knowledge of PLD services		
Average Rating (1 – 5)	SERVICE	% “don’t know” service
3.5	Residential Street Lighting	2.6%
3.0	Main Street Lighting	1.7%
2.8	Steam and electricity	4.9%
2.8	Electric power production	1.2%

CITIZEN RATINGS OF SERVICE IMPORTANCE		
SERVICE	YOUR BUDGET (AVG.)	% \$0 allocations
Residential Street Lighting	\$3.76	1.1%
Main Street Lighting	\$2.95	0%
Heat and power for some buildings	\$1.38	15.1%
Electric power production	\$1.85	12.9%

### **The Public Works Department**

In prior surveys, garbage pickup was a success story, with citizens reporting its timeliness and reliability. In 2006, the service received its lowest rating, which still only showed modest dissatisfaction.

Dumping and vacant lot cleanup continued to be the subject of citizen dissatisfaction, with most citizens giving it the worst (‘5’) rating. Vacant lot maintenance was the object of citizen comments in this study, along with related concerns about demolition, cleanliness of neighborhoods, and stricter code enforcement. Demolition and enforcement of property maintenance are the responsibility of the Buildings & Safety Engineering Department, and other code enforcement is the responsibility of the Department of Environmental Affairs.

While citizens have complained about the condition of roads in prior surveys, street maintenance was not rated poorly nor allocated much of citizens’ DPW budgets. In fact, one in six citizens would zero out budget allocations for street maintenance – maybe without understanding what roads are city responsibility versus county responsibility.

Snow and ice removal and street cleaning services also received ratings indicating dissatisfaction, and few citizens indicated they “don’t know” these services. Meeting participants registered similar opinions about DPW services, with nearly two-thirds “least satisfied” with illegal dumpsite cleanup. Nearly half of meeting participants would allocate the “most money” to illegal dumping rather than to garbage pickup, for which one-third would allocate the most.

## APPENDICES COMMUNITY PROFILE

Citizen Satisfaction with and Knowledge of DPW Services		
Average Rating (1 – 5)	SERVICE	% “don’t know” service
3.2	Garbage pickup / waste disposal	2.2%
4.3	Dumping and vacant lot cleanup	4.3%
3.6	Snow and ice removal	2.6%
3.6	Street cleaning	.9%
3.1	Maintenance of city owned streets	12.4%
3.9	Streets and traffic systems design	9.7%

CITIZEN RATINGS OF SERVICE IMPORTANCE		
SERVICE	YOUR BUDGET (AVG.)	% \$0 allocations
Garbage pickup / waste disposal	\$2.82	3.3%
Dumping and vacant lot cleanup	\$2.09	1.1%
Snow and ice removal	\$1.65	2.2%
Street cleaning	\$1.13	6.5%
Maintenance of city owned streets	\$0.90	15.2%
Streets and traffic systems design	\$1.42	8.7%

### **The Department of Health and Wellness Promotion**

Many citizens reported that they “don’t know” the variety of program administered by this Department. Nearly one-third say this about school health clinics and services for pregnant women, and one-fourth say it about communicable disease prevention, restaurant inspections, primary care and dental clinics.

Those who know the services were somewhat satisfied with them. Four services were rated better than ‘3’ middling rating. Only one service – animal control – was rated with dissatisfaction, receiving an average rating of 3.4. At the meetings, there were three other services that more citizens indicated they were “least satisfied” with.

One-half of meeting participants would allocate the most money to primary care and dental clinics. The next highest service – communicable disease prevention – recorded only one in six allocating it the most money. Survey respondents had the highest average budget allocations for substance abuse prevention, followed by communicable disease prevention and primary care and dental clinics.

With eight services rated by citizens, budget allocations were divided more finely. The Department administers such a myriad of programs that citizen ratings are difficult to obtain in the context of such a broad survey as this one.

**APPENDICES  
COMMUNITY PROFILE**

Citizen Satisfaction with Health and Wellness Department services		
Average Rating (1 – 5)	SERVICE	% “don’t know” service
3.4	Animal Control	16.4%
2.6	Birth records, death certif., other info	22.4%
2.7	Communicable disease prevention	25%
3.1	Restaurant inspections	23.7%
3.1	Primary care and dental clinics	27.8%
3.0	School health clinics	32.2%
2.7	Services for pregnant women	32.2%
2.9	Substance abuse prevention	26.1%

CITIZEN RATINGS OF SERVICE IMPORTANCE		
SERVICE	YOUR BUDGET (AVG.)	% \$0 allocations
Animal Control	\$1.10	9.6%
Birth records, death certif., other info	\$1.00	10.6%
Communicable disease prevention	\$1.37	7.4%
Restaurant inspections	\$1.28	5.3%
Primary care and dental clinics	\$1.38	9.6%
School health clinics	\$1.09	12.8%
Services for pregnant women	\$1.18	13.8%
Substance abuse prevention	\$1.65	6.4%

**The Recreation Department**

Satisfaction ratings for Recreation Department services indicate that high numbers do not know major recreation services. In prior surveys, public health services were the least well known; in 2006, two in five respondents reported that they “don’t know” aquatics or activities for the physically challenged, and nearly one in three said so for special events. Even for Belle Isle and for park design, one in six reported “don’t know.”

Citizens report dissatisfaction with most recreation services. Special events and

senior programming were near the middling “3.0” rank. Activities for the physically challenged at 3.7 were surpassed in the study only by dumpsite cleanup, street design, and were only equaled by police district operations.

Services for youth usually receive high budget allocations, and the average allocation for youth health and fitness activities in 2006 was nearly 20% of citizen budgets for recreation. One-half of meeting participants would allocate the most money to youth health and fitness activities. Adult health and fitness activities and senior

## APPENDICES COMMUNITY PROFILE

programming were the next top priorities. lowest priority among citizen budgets. Aquatics and special events were clearly the

Citizen Satisfaction with and Knowledge of Recreation services		
Average Rating (1 – 5)	SERVICE	% don't know service
3.4	Adult Health / Fitness Activities	22.7%
3.5	Youth Health / Fitness Activities	21.2%
3.7	Activities for the Physically Challenged	38.8%
3.5	Aquatics	40%
3.1	Special Events	29.6%
3.3	Belle Isle and riverfront parks	15.7%
3.2	Senior Programming	21.9%
3.4	Park planning, design and landscaping	18.3%

CITIZEN RATINGS OF SERVICE IMPORTANCE		
SERVICE	YOUR BUDGET (AVG.)	% \$0 allocations
Adult Health / Fitness Activities	\$1.41	7.7%
Youth Health / Fitness Activities	\$1.86	1.3%
Activities for the Physically Challenged	\$1.24	6.4%
Aquatics	\$0.93	14.1%
Special Events	\$0.95	14.1%
Belle Isle and riverfront parks	\$1.17	10.3%
Senior Programming	\$1.38	5.1%
Park planning, design and landscaping	\$1.07	12.8%

### How would citizens spend limited City tax money?

We asked “which departments would you increase or decrease?” We wanted to know how current budgets might be changed. Three out of four survey respondents answered this. Major department budgets were typically increased at the expense of internal staff and other tax-supported agencies. The Department of Public Works was the only major department citizens did not tend to increase, receiving an average similar to its current share.

At the meetings, where citizens were asked to which department they would allocate the most money, and nearly half indicated Police. One in seven chose Fire for its second priority. Departments with the lowest current budget shares – PLD, Recreation and Health – were increased the most in relative and absolute terms. Police’s average increase was the second least in absolute terms; one in five were willing to cut Police funding likely because of its major share.

**APPENDICES  
COMMUNITY PROFILE**

“Your budget” for Major Department services: Average Allocation (% of Citizens increasing)			
Department	Current Budget	Avg Citizen \$ Allocations	% of Respondents <i>Increasing or no change</i>
Fire	\$10.30	\$13.36	64%
Police	24.70	\$26.00	80%
Public Lighting	4.60	\$7.11	80%
Public Works	11.40	\$11.61	43%
Recreation	2.10	\$4.79	63%
Health & Wellness Promotion	5.20	\$9.15	54%
Major Departments	\$58.20	\$72.02	
Internal Staff, Other Tax-Supp.	\$41.80	\$27.93	15%
	\$100.00	\$100.00	

Incidence of Subjects of Citizen Comments (two or more comments received)	
<b>General Government</b>	
Compensation / “perks” of elected officials, leaders	10
Partner with county, State, etc	6
Eliminate functions, sell assets	6
Quality of leadership	4
Consolidate departments, reengineer processes	3
Communication with the community	3
Outsource or partner with private sector	3
Budget priority on neighborhood issues	3
Reduce taxes	2
<b>Physical environment of city</b>	
Faster action on condemnation, demolition	5
Vacant lot maintenance	4
Cleanliness of neighborhoods	3
Code enforcement: individuals, business	3
<b>Public safety</b>	
Police response time problem	4
Traffic lighting and enforcement	3
<b>Recreation and Culture</b>	
Condition of parks	3
More programs for seniors	2
More recreation programs for youth	2

**NOTE:** Other subjects include: tree trimming; side street snow removal; street lighting; good narcotics enforcement and community relations. No comments were received at the westside meeting.

**APPENDICES  
COMMUNITY PROFILE**

**History of Public Meeting Outreach and Participation**

<b>Meeting Site</b>	<i><u>Outreach</u></i>				<i><u>Participation</u></i>			
	Mail Units	Flyers to sites / Events	Print Info Packs	Voice ads: radio/tv or meetings	Number Attending Meetings	Meeting Surveys Received	Mailed in/ Internet Surveys	Youth Surveys Received
Northwest Activities Butzel Family Center <b>1997 Totals</b>	<b>600</b>	<b>500</b>	<b>200</b>	<b>n.a.</b>	90 77 <b>167</b>	61 41 <b>102</b>	<b>n.a.</b>	<b>n.a.</b>
11th Police Precinct LASED Comm. Ctr <b>1998 Totals</b>	<b>600</b>	<b>1600</b>	<b>200</b>	<b>n.a.</b>	66 44 <b>110</b>	<b>95<sup>2</sup></b>	<b>n.a.</b>	<b>141<sup>2</sup></b>
9th Police Precinct 6th Police Precinct <b>1999 Totals<sup>1</sup></b>	<b>600</b>	<b>1500</b>	<b>537</b>	<b>1</b>	55 31 <b>86</b>	<b>65</b>	<b>n.a.</b>	<b>n.a.</b>
Adams-Butzel Center Coleman Young Ctr <b>2000 Totals</b>	<b>3424</b>	<b>5000</b>	<b>316</b>	<b>n.a.</b>	71 26 <b>97</b>	<b>46</b>	<b>106</b>	<b>n.a.</b>
Dominican High Williams Rec Center <b>2001 Totals</b>	<b>3517</b>	<b>4150</b>	<b>170</b>	<b>n.a.</b>	47 37 <b>84</b>	35 28 <b>63</b>	<b>218</b>	<b>159</b>
Blight Busters' Center Howe Elementary <b>2002 Totals<sup>1</sup></b>	<b>3824</b>	<b>11,350</b>	<b>215</b>	<b>7</b>	111 99 <b>210</b>	38 70 <b>108</b>	<b>393</b>	<b>303</b>
Holy Redeemer Farwell Rec Center <b>2003 Totals</b>	<b>3829</b>	<b>15,500</b>	<b>360</b>	<b>7</b>	88 103 <b>191</b>	87 92 <b>179</b>	<b>341</b>	<b>297</b>
5 <sup>th</sup> Police Precinct EMS Training Acad. <b>2004 Totals</b>	<b>3896</b>	<b>6000</b>	<b>200</b>	<b>4</b>	19 23 <b>42</b>	17 19 <b>36</b>	226	85
Focus:HOPE Charity Lutheran <b>2005 Totals</b>	<b>3919</b>	<b>10,000</b>	<b>0</b>	<b>3</b>	98 36 <b>134</b>	<b>389<sup>3</sup></b>		<b>148</b>
Lasky Recreation DHWP Kiefer <b>2006 Totals</b>	<b>3982</b>	<b>5000</b>	<b>0</b>	<b>1</b>	17 40 <b>57</b>	<b>48</b>	<b>127</b>	<b>0</b>
1. Starting in 1999, an announcement booklet was distributed; in 2002, a post card went to each site's Zip+4 (=7553) 2. In 1998, youth participated at the 11 <sup>th</sup> Precinct meeting; starting in 2001, meetings were held in schools 3. Meeting participants were invited to mail in surveys, so no separate totals.								



## APPENDICES GLOSSARY

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity** - Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**Ad Valorem Taxes** - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

**Allot** - To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

**Annualize** - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriation** - A legal authorization to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation** - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**Assessment Ratio** - The ratio at which the tax rate is applied to the tax base.

**Asset** - Resources owned or held by a government which have monetary value.

**Attrition** - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation,

reassignment, transfer, retirement, or means other than layoffs.

**Authorized Positions** - Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Bond** - A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**General Obligation (G.O.) Bond** - This type of bond is backed by the full faith, credit and taxing power of the government.

**Revenue Bond** - This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** - A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

**Budgetary Basis** - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally take one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar** - The schedule of key dates which a government follows in the preparation and adoption of the budget.

## APPENDICES GLOSSARY

**Budgetary Control** - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Assets** - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Budget** - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**Capital Improvements** - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvements Program** - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**Capital Outlay** - Fixed assets which have a value of \$250 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project** - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CIP** - Continuous Improvement Process. This is a systematic approach to identify and eliminate waste or non-value added activities through continuous improvement in all products and services.

**Collective Bargaining Agreement** - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**Constant or Real Dollars** - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

**Consumer Price Index (CPI)** - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contractual Services** - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Debt Service** - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Dedicated Tax** - A tax levied to support a specific government program or purpose.

## APPENDICES GLOSSARY

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** - The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Disbursement** - The expenditure of monies from an account.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**DDA** - Downtown Development Authority. The DDA was created to promote and develop economic growth in the City's downtown business district. Funding is provided by an ad valorem tax of one mill on real and personal property in the downtown development district, a levy on increased assessed value of a tax increment district and issuance of revenue and tax increment bonds.

**DRMS** - Detroit Resource Management System. New financial and human resource computer system.

**DTC** - Detroit Transportation Corporation. The DTC was established in 1985 to oversee construction and operation of the Central Automated Transit System (People Mover) in downtown Detroit.

**EDC** - Economic Development Corporation. The EDC was established to create and implement project plans for designated project areas with the City, and thus encourage the location and expansion of industrial and commercial enterprises within the City. The EDC is primarily funded by means of grants from the City.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Entitlements** - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**Expenditure** - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**Expense** - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiscal Policy** - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

## APPENDICES GLOSSARY

**Fixed Assets** - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Fringe Benefits** - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Full Faith and Credit** - A pledge of a government's taxing power to repay debt obligations.

**Full-time Equivalent Position (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**Function** - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**Fund** - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance** - The excess of the assets of a fund over its liabilities, reserves, and carryover.

**GAAP** - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**GBG** - Goal Based Governance. A system of evaluating programs.

**GDRRA** -Greater Detroit Resource Recovery Authority. The GDRRA was established by cities of Detroit and Highland Park for the acquisition, construction and operation of a waste-to-energy facility.

**Goal** - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants** - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Hourly** - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Interfund Transfers** - The movement of monies between funds of the same governmental entity.

**Levy** - To impose taxes for the support of government activities.

## APPENDICES GLOSSARY

**Long-term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Materials and Supplies** - Expendable materials and operating supplies necessary to conduct departmental operations.

**Mill** - The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

**Nominal Dollars** - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**Object of Expenditure** - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and

**Objective** - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Obligations** - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Expenses** - The cost for personnel, materials and equipment required for a department to function.

**Pay-as-you-go Basis** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Budget** - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Indicators** - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure** - Data collected to determine what an operation is doing in relationship to what it is supposed to be doing. There are four such measures:

- Input – the resources invested in the operation (e.g., allotted funds, staff).
- Output – the amount of work accomplished, the goods or service produced by the operation.
- Efficiency – the cost, unit cost, or productivity associated with a given output or outcome.
- Outcome – the extent to which operational or customer objectives have been met, or the effect or public good produced by the efforts.

**Personal Services** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Prior-Year Encumbrances** - Obligations from previous fiscal years in the form of purchase orders, contracts or salary

## **APPENDICES GLOSSARY**

commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget** - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Program Performance Budget** - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**Program Revenue (Income)** - Revenues earned by a program, including fees for services, license and permit fees, fines.

**Purpose** - A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**Reserve** - An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year or to earmark revenues for a specific future purpose.

**Resolution** - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue** - Sources of income financing the operations of government.

**Service Lease** - A lease under which the lessor maintains and services the asset.

**Service Level** - Services or products which comprise of actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Supplemental Appropriation** - An additional appropriation made by the governing body after the budget year has started.

**Supplemental Requests** - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**Target Budget** - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

## **APPENDICES GLOSSARY**

**Tax Levy** - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance** - The portion of a fund's balance that is not restricted for a

specific purpose and is available for general appropriation.

**User Charges** - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

**Work Years** - The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours per year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.